
IMPLEMENTING LEADERSHIP DEVELOPMENT WORKSHOPS FOR DEPT. CHAIRS

Joyce W. Yen, Sheila Edwards Lange,
Denice D. Denton, and Eve A. Riskin

WEPAN 2004 Annual Conference
June 7, 2004

UWADVANCE
University of Washington Center for Institutional Change

Outline

- Introductions and Workshop Objectives
- UW ADVANCE
- UW Leadership Workshops Structure
- Break out groups
 - Leadership Workshop Topics
 - Barriers to Implementation
- Lessons from UW
- Q&A
- Final Thoughts

Workshop Objectives

- Describe the UW ADVANCE Quarterly Leadership Workshops
- Provide tools which will allow you to set up this type of program on your own campuses

UW ADVANCE

University of Washington **Center for Institutional Change**

October 2001-September 2006

www.engr.washington.edu/advance



College of Engineering



UW ADVANCE Objectives

- Conduct research on issues important to UW women faculty in science, engineering, and mathematics (SEM)
- **Undertake institutional transformation to enhance the environment for women faculty in SEM**
- **Support participation by and advancement of women in SEM**
- **Increase the numbers of women in leadership positions in SEM**
- **Focus on the diversity among women in SEM and design programs with this diversity in mind**

Center for Institutional Change (CIC)

- **Leadership development for current chairs**
- **SEM department cultural change**
- Policy transformation
- **Mentoring women in SEM for leadership**
- Transitional Support Program for SEM faculty
- Visiting Scholars Program

University of Washington

ADVANCE Departments

■ College of Engineering:

- Aeronautics & Astronautics
- Bioengineering
- Chemical Engineering
- Civil & Environmental Engineering
- Computer Science & Engineering
- Electrical Engineering
- Industrial Engineering
- Materials Science & Engineering
- Mechanical Engineering
- Technical Communication

■ College of Arts and Sciences:

- Applied Mathematics
- Astronomy
- Atmospheric Sciences
- Biology
- Chemistry
- Earth and Space Sciences
- Mathematics
- Physics
- Statistics

Leadership Development for Current Chairs and Deans in SEM

- Build understanding and ownership for advancement of women in SEM among current and emerging UW leaders
- Educate SEM department chairs, associate chairs, and faculty leaders about issues affecting women
- Develop accountability networks for institutional change to ensure advancement of women in SEM



Workshop Structure

- Quarterly
- Half-Day, with lunch
- Department Chair PLUS Emerging Leader
- Chair-led case studies
- Science and Engineering departments – cross college boundaries



Sample Workshop Agenda

- Overview Presentation (9:00 a.m. – 9:30 a.m.)
- Topic 1 (9:30 a.m. – 10:30 a.m.)
- Break (10:30 a.m. – 10:45 a.m.)
- Topic 2 (10:45 a.m. – 11:45 a.m.)
- Networking Lunch
(11:45 a.m. – 12:30 p.m.)



Break out Session

- Brainstorm potential workshop topics
- Brainstorm barriers to implementation



Past Workshop Topics

- Dual Career Hires (4.6)
- Transition from Associate to Full Professor (4.6)
- Faculty Development Opportunities (4.4)
- Dealing with Difficult Faculty (4.4)
- Student Ratings of STEM Women Faculty (4.1)
- Feedback and Delivering Bad News (4.5)
- Family Leave and Tenure Clock Extensions (4.9)
- Nominating your Faculty for Awards and Recognition (5.0)
- Building Consensus among Your Faculty (4.6)
- Building Job Offers (4.8)
- Background and Data on Underrepresented Faculty (4.9)
- Implicit Association Test (4.2)
- Recruiting for Diversity (4.5)

Sample Evaluation Comments

- “Great workshop. Useful to bring issues to the forefront in a positive way to chairs who can actually make changes.”
- “Very useful. Learnt a lot about leadership role.”
- “Shared anecdotes helped elucidate commonalities (we are not alone!)”
- “Best yet!”
- “As with previous workshops I gained added awareness of the issues discussed.”
- “I like these”

Best Practices for Leadership Workshops

- Building buy-in
 - Regular gatherings
 - Vary discussion leaders
- Content
 - Case studies led by chairs and faculty
 - Topics which chairs deal with on a regular basis
- Quarterly versus Annual workshops
 - 3 hour block, 3 times a year
 - Optional lunch
- Build leadership pipeline – invite emerging leaders



2-day Summer Workshop for Department Chairs

- July 8-9, 2004, UW campus
- Open to other institutions
- Sample Topics
 - Diversity and Excellence: Recruitment and Retention of Faculty
 - A Year in the Life of a Dept. Chair
 - Dual Career, Family Leave, and Tenure Clock Extensions
 - Skills and Concepts to Effectively Lead a Department
- \$300/participant, limited space available
- Register:
www.engr.washington.edu/advance/workshops/chair-workshop.html

Q&A

Final Thoughts

- Chairs report these workshops are GREAT!
- www.engr.washington.edu/advance/workshops/index.html
- Paper available in the 2004 WEPAN Conference Proceedings
- Institutionalization
 - UW Training and Development Strategic Leadership Program
 - Sharing information with other deans